
August 2005, Issue 3

The Homeland Security Exercise and Evaluation Program (HSEEP) is a threat- and performance-based exercise program that provides a standardized methodology and language for designing, developing, conducting, and evaluating all exercises.

The purpose of HSEEP is to build self-sustaining exercise programs by providing tools and resources including policy and guidance, training, technology, and direct support. This blended approach to HSEEP implementation increases the understanding of exercises among individuals, and further accomplishes the goal of a standardized means to assist and assess preparedness across the Nation.

This quarterly newsletter was created to communicate new HSEEP initiatives, Volume revisions, and recent and upcoming events.

Note: While this newsletter outlines new HSEEP-related initiatives and revisions to the Volumes, the fundamentals of the exercise planning and evaluation process and methodology are NOT being altered. Tools and resources to help plan and evaluate exercises are being implemented to make the process more user-friendly, incorporate new policies such as *Homeland Security Presidential Directive (HSPD) 5* and *8*, and ensure a common framework that all exercises, regardless of scenario or scope, can adopt.

Items of Interest

Click the titles below for further information.

HSEEP Initiatives

- HSEEP Training Courses
- HSEEP Toolkit
- HSEEP Website
- Exercise Plan Workshops
- Exercise Program Management and Planning Lessons Learned Project
- National Exercise Schedule Working Group

HSEEP Volume Revisions

- Exercise Evaluation Packet
- *HSEEP Volume IV* Searchable Database
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Recent and Upcoming Events

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HSEEP Initiatives

HSEEP Training Courses

Independent Study-120 Course Revision- The Office for Domestic Preparedness (ODP) is continuing to work with the Federal Emergency Management Agency's (FEMA) Emergency Management Institute (EMI) to incorporate the HSEEP guidance and methodology with EMI's *An Orientation to Community Disaster Exercises* (Independent Study - 120). This revised course will be a prerequisite to the new HSEEP Mobile Training Course. It will introduce individuals to the basics of exercise program management, design and development, conduct, evaluation, and improvement planning. The course will also lay the foundation for future courses that will address further details of a comprehensive exercise program.

(Update) Approximately 50 users have signed up to review the updated course. A link to the course will be sent out to these individuals by the end of August. If you would like to participate and have not already notified ODP, please send an email to hseep@dhs.gov.

HSEEP Mobile Training Course- This mobile course will be modular in structure and will take

students through the full spectrum of exercise program management, design, development, conduct, evaluation, and improvement planning. It is intended for exercise program managers, planners, controllers, evaluators, and elected officials at the Federal, State, and local level. The course will be three to four days in length with a class size of approximately 50 students. Throughout the course, students will be grouped into teams and will complete 17 activities that will apply the knowledge learned in the modules. It will also cover new initiatives and updated policy including the HSEEP Toolkit, Target Capabilities List (TCL), and the Universal Task List (UTL).

(Update) The course is in the final stages of development due to the assistance of several Federal, State, and local exercise managers, planners, and evaluators from the following States:

- Georgia
- California
- Idaho
- Iowa
- South Carolina
- Maryland
- Mississippi
- New York
- North Carolina
- Ohio
- Virginia
- Wisconsin
- Rhode Island
- South Dakota

The first pilot course will be conducted with these working group members in Washington, DC, the week of August 21st. Four other pilot deliveries will be conducted in Maryland, California, Washington, DC, and Ohio through the middle of October. After the fourth pilot, the course will go through the ODP Training Division's course approval process, which will take approximately two months to complete.

The course will be delivered in five regional locations throughout the country, starting in January of 2006. After these regional sessions are held, the course will be available to all States and territories through direct support.

HSEEP Toolkit

The HSEEP Toolkit is a suite of web-based applications that walks the user through planning, conducting, and evaluating exercises. It also provides guidance, timelines, and associated sample documentation from the HSEEP Volumes.

(Update) Approximately 70 Federal, State, and local users signed up to beta-test the Toolkit through a series of on-line sessions held in May. Several of those users are now utilizing the Toolkit to help plan currently scheduled exercises. Feedback from these users is being incorporated into the final product.

ODP anticipates the design and development components of the Toolkit will be available by the end of the calendar year. At this time, the application will be fully tested and certified for nation-wide distribution. Future versions will incorporate exercise scheduling, multi-year exercise planning, after-action reporting, and improvement planning.

If you would like to beta-test the current version of the Toolkit, please send an email to hseep@dhs.gov.

HSEEP Website ^{NEW}

The HSEEP website will serve as the central interface and destination for individuals inquiring about new HSEEP initiatives, communications, related links, tools, and applications. The site will link to the following:

- HSEEP Volumes
- HSEEP Toolkit
- HSEEP Newsletter
- *HSEEP Volume IV* Searchable Database

This site will not replace existing sites or portals. The HSEEP website will be publicly available in the fall of 2005.

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Exercise Plan Workshops

The 2005 grant guidance requires that all States and urban areas conduct an annual Exercise Plan Workshop (EPW) to update or develop their Multi-year Exercise Plan and schedule. To date, 12 States and territories have conducted EPWs by utilizing direct support from ODP or grant funding. A total of 44 still need to conduct a workshop in order to satisfy the requirement. Direct support is available for EPWs. Please find the direct support application on the ODP Secure Portal.

Exercise Program Management and Planning Lessons Learned Project ^{NEW}

The National Exercise Program (NEP) and *Lessons Learned Information Sharing (LLIS)* are partnering to distribute exercise program management and planning lessons learned to the homeland security community. *LLIS* currently houses numerous lessons learned derived from After Action Reports (AAR) and Improvement Plans (IP) analyzing the response during an exercise. This research initiative will produce a wide array of new content, focusing not only on the outcomes of exercise play, but also on issues such as:

- Managing and maintaining an effective exercise program (e.g., multi-year exercise planning and scheduling, monitoring, etc.)
- Designing and developing exercises (e.g., recruiting actor volunteer, coordinating exercise logistics, handling media-related issues, forming a planning team, etc.)
- Coordinating training courses with exercises
- Evaluating exercises and tracking improvements

The NEP/*LLIS* partnership will introduce *LLIS* researchers to Federal, State, and local experts in exercise design, planning, conduct, and evaluation. Through interviews with such experts, the researchers will produce unique lessons learned and good stories focused on preparedness exercises. This content will be available on the *LLIS* site starting in the fall of 2005.

If you would like to be interviewed, please send an email to exercise@llis.dhs.gov.

National Exercise Schedule Working Group ^{NEW}

The National Exercise Schedule (NEXS) is a compilation of all national-level, Federal, State and local exercises. The first NEXS Working Group met on July 27th to discuss the fundamentals of the

exercise scheduling process and the key characteristics of a collaborative scheduling system. Members of the group identified key issues with the current exercise scheduling system, doctrine, and processes. Issues that were identified include the following:

- All exercises are not being captured and/or accurately updated on the NEXS calendar
- The scheduling process does not currently incorporate a capabilities-based planning approach (e.g., TCL, UTL)
- The scheduling process needs to be formalized through a policy document
- Definitions and terminology need to be clarified and consistent
- The current scheduling system is not tied to the exercise planning, evaluation and improvement planning process

At the next meeting, members will discuss possible solutions to these key issues. The results of the working group analysis and feedback will help shape and formalize exercise scheduling requirements and provide direction for the evolution of an enhanced exercise scheduling system. The group will also discuss the integration of the NEXS into the exercise lifecycle to include integration of the TCL and UTL.

Future meetings will be expanded to include State, local, and private sector partners. For further information on the NEXS Working Group, please contact Bill Schwinn, ODP Exercise Manager, at bill.schwinn@dhs.gov.

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HSEEP Volume Revisions

Exercise Evaluation Packet ^{NEW}

An Exercise Evaluation Packet is being developed to include revised Exercise Evaluation Guides (EEG). These updated EEGs will incorporate the TCL and the UTL. The Packet will consist of a set of tools to assist evaluators in collecting appropriate data to assist with after-exercise analysis and development of the AAR and IP. It will include the following:

- Instructions
- Exercise Data Collection Forms
- Exercise Analysis Form
- Lead Evaluator Summary Form

An Interagency Working Group will convene in August, and a proposed Exercise Evaluation Packet, incorporating the EEGs, will be distributed for review and comment in the fall of 2005. Comments on the existing EEGs or suggestions for revisions are welcome. Please send an email to hseep@dhs.gov, with the subject line "EEG Revisions."

HSEEP Volume IV Searchable Database ^{NEW}

A searchable database for *HSEEP Volume IV* is currently being created. Users will be able to search and sort example documents, templates, and multimedia files in a more efficient manner. Individuals will be able to view, download, and upload planning and management documents. The database will be available in the fall of 2005 and will be stored on the HSEEP website.

Exercise Weapons and Safety Policy ^{NEW}

It is the policy of HSEEP to ensure that every effort is made to provide safe and secure environments at all Department of Homeland Security (DHS)/ODP-sponsored exercises. The *Exercise Weapons and Safety Policy* has been updated recently in order to clarify this standard and provide detailed guidance on no-notice or limited-notice exercises, especially those that involve the public.

For further information regarding the updated *Exercise Weapons and Safety Policy*, please visit the ODP Secure Portal.

Recent and Upcoming Events

Prevention and Deterrence Pilot Exercise

New York, in coordination with DHS/ODP, conducted a pilot Prevention and Deterrence (P&D) exercise during the month of June. The exercise was largely unscripted and had the potential to reach over 200 organizations. Ultimately, participants included the FBI, New York Office of Homeland Security (OHS), New York State Police (NYSP), New York Department of Motor Vehicles, numerous local law enforcement agencies, and more than ten private sector partners. The functionality of the Upstate New York Regional Intelligence Center (UNYRIC) and several antiterrorism programs overseen by the UNYRIC were exercised and evaluated.

The HSEEP methodology was employed during the design, development, and planning phases. Exercise objectives were developed to test the information- and intelligence-related capabilities described in the TCL.

Pilot P&D Exercise controllers utilized a Simulation Cell (SIMCELL) and RED TEAM actions to inject information and intelligence into the exercise environment, prompting move-countermove activity. Feedback received and lessons learned from the conduct and evaluation of this exercise will help build HSEEP tools and guidance (i.e., *HSEEP Volume V*) for future P&D exercises.

Live Response

Live Response is a 60-minute live discussion with a panel of experts and covers topics relating to Weapons of Mass Destruction (WMD) recovery. Audience members and panelists also participate in question and answer sessions. Discussions are made available by Saint Petersburg College's National Terrorism Preparedness Institute (NTPI).

Mike Forgy, Branch Chief of ODP State and Local Exercises, will be a guest on *Live Response* on September 28, 2005 to discuss HSEEP. He will discuss the requirements of exercise planning, implementation, evaluation, and improvement planning. Participation in *Live Response* discussions is limited to registered members of the [NTPI](#) site.

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HSEEP Exercise Highlights

Each issue highlights a State or local jurisdiction's exercise.

Boston's Operation Atlas

On Saturday, June 4, 2005 the Massachusetts Port Authority (Massport), the Mayor's Office of Homeland Security, and the Metro-Boston Homeland Security Region conducted a full-scale (FSE)

preparedness exercise at Boston's Logan Airport. The exercise, *Operation Atlas*, was funded through a partnership between the DHS/ODP and the Commonwealth of Massachusetts, Executive Office of Public Safety.

Operation Atlas used the HSEEP methodology to conduct a consolidated real-time exercise simulating a terrorist hijacking of an airliner en route from Paris to Chicago. The exercise included rescue, triage, victim assistance, and hospital transport. More than 50 Federal, State and local agencies participated, along with more than 80 volunteers who posed as victims. *Operation Atlas* built on the partnerships forged during security preparations for the Democratic National Convention held in Boston in July, 2004 and provided a significant opportunity for collaboration between the FBI, Federal Air Marshals, and the Massachusetts State Police.

Using a building block approach, five tabletop exercises (TTX) were held in preparation for the FSE to evaluate response preparedness, information and intelligence sharing, and the coordination of resources by multiple response agencies.

For further information about *Operation Atlas*, please contact David Bibo at david.bibo@cityofboston.gov.

Links

Links to the ODP Secure Portal will require a login.

ODP Public Website

<http://www.ojp.usdoj.gov/odp/>

HSEEP Volumes

<http://www.ojp.usdoj.gov/odp/exercises.htm#hseep>

Models, Simulations, and Games Reports

<http://www.ojp.usdoj.gov/odp/exercises.htm#msg>

HSPD-8 Documents

<https://odp.esportals.com/member/myWebSpace/pageView.cfm?mwsid=47&scrid=678>

Direct Support Application and User Handbook

<https://odp.esportals.com/member/libnew2/filelist.cfm?id=2581>

Exercise Plan Workshop Packet

<https://odp.esportals.com/member/libnew2/filelist.cfm?id=2971>

HSEEP Newsletter

<https://odp.esportals.com/member/libnew2/filelist.cfm?id=2538>

National Exercise Schedule

<https://odp.esportals.com/member/libnew2/filelist.cfm?id=2298>

DHS Public Website
<http://www.dhs.gov/dhspublic/>

Please click [here](#) if you would not like to receive the HSEEP Newsletter.
The HSEEP Newsletter is available on the ODP portal.
If you would like to access the ODP portal, please send an email to askcsid@dhs.gov

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